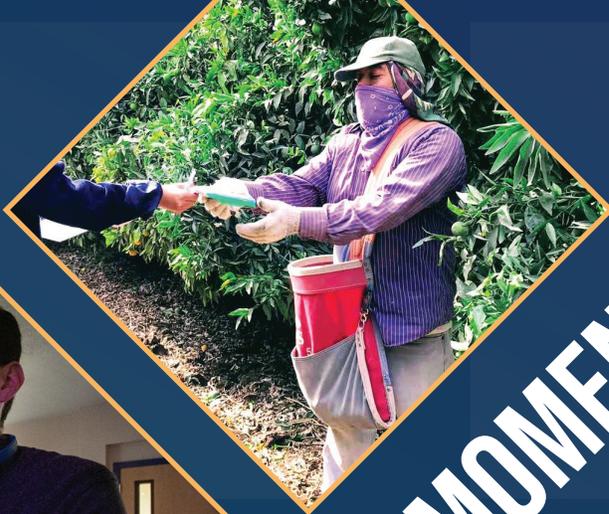


# MEETING THE MOMENT

HOW COALITIONS  
CREATED CHANGE  
IN RESPONSE TO 2020  
PUBLISHED FEBRUARY 2021



**CRADLE TO CAREER**  
FRESNO COUNTY



fresno county  
superintendent of schools  
Jim A. Yovino, Superintendent

# HOW CRISIS CREATES CHANGE

**COVID-19 presented our community with unprecedented challenges and enormous opportunities.**

The pandemic exacerbated so many longstanding inequities that the urgency of the moment provided a real test. Can the civic infrastructure we have been pulling together for the last decade mobilize quickly, come up with equitable solutions, and commit public resources to the work? The short answer is YES!

**The value of the trust and collaborative spirit we have been building across Fresno County for the last decade was on full display in 2020.**

In mid-March, immediately after the initial shelter in place went into effect, institutions, agencies and community-based organizations joined forces. The results have been inspiring and transformative.

- We are finding solutions by engaging our residents and grassroots organizations.
- We are creating innovative partnerships that did not exist before.
- We are beginning to overcome longstanding racial barriers.
- We are building the public health workforce among diverse populations.
- We are collecting and sharing data with the specificity needed to drive real systems improvements.

## GOOD THINGS HAPPEN WHEN EQUITY AND INCLUSION LEAD THE WAY

*From Community Health Worker Tout Tou Bounthapanya:*



Covid-19 Equity Project (CEP) is very important to me, and the community that I serve is important to me, because many of our people don't understand English and are afraid to do anything when they don't know. We have different culture and different language, and it is very hard to learn and understand many things in English...and it takes time to learn. CEP gives me the opportunity to help the community to understand better about COVID-19 vaccine, COVID-19 test, COVID-19 testing sites and many other life situations.

My community says that they are so glad that I took this job because I help them to understand better when I talk about what to do to help the community stop the spread of COVID-19, the importance of practicing social distancing, washing hands often and wearing masks, and the importance of COVID-19 vaccines. Our community needs more diverse/bilingual staff that respect and understand cultural competency to assist with health education, mental health and others...and CEP has it. I thank God for CEP.

It means a lot to me and it means a lot to the community that I serve every day.

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## OUR COMMUNITY WORK IS ROOTED IN THE FRESNO C2C GUIDING PRINCIPLES

- Engage the Community
- Encourage Collaborative Action
- Advance Equity
- Collect and Connect Data
- Develop a Culture of Continuous Improvement
- Leverage and Align Resources

# COLLABORATE COORDINATE INNOVATE

Over the past decade, Fresno has assembled a valuable set of civic assets. These include engaged cross-sector leadership tables:

- Fresno Cradle to Career
- Developing the Region's Inclusive and Vibrant Economy-DRIVE

Large networks of middle managers/practitioners:

- The Children's Movement
- Fresno Community Health Improvement Partnership

A trailblazing community foundation:

- Central Valley Community Foundation

And hundreds of diverse, experienced community-based organizations trusted by those they serve.



**In 2020 through collaboration, trust and teamwork,** the combined resources of these groups created the foundation for a coordinated response to multiple challenges brought on by the pandemic.

## THE NETWORK OF NETWORKS:

- Fresno Cradle to Career
- Fresno Community Health Improvement Partnership
- Central Valley Community Foundation
- The Children's Movement of Fresno
- United Way of Fresno and Madera Counties
- Fresno County Department of Public Health
- Building Healthy Communities
- Every Neighborhood Partnership
- Fresno County Superintendent of Schools

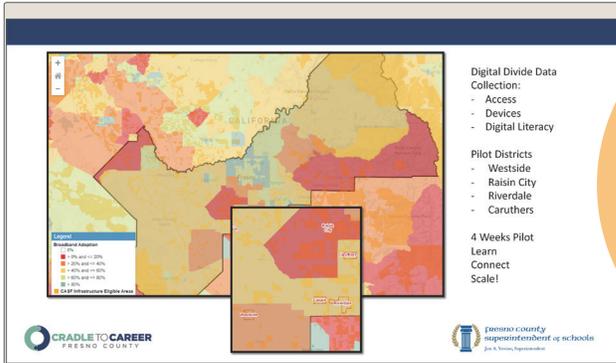
**THE FOLLOWING PAGES HIGHLIGHT  
INCREDIBLE PARTNERSHIPS  
AND GROUNDBREAKING WORK  
THAT HAPPENED BECAUSE PEOPLE  
DECIDED TO DO THINGS DIFFERENTLY**

# RELIABLE AND TRUSTED INFO

Using the CBO COVID Call as a foundation, the Network of Networks was able to combine resources and outreach capabilities to create a reliable and up-to-date information pipeline from the Department of Public Health, United Way 2-1-1 and other agencies (depending on the topic to be covered each week) to local CBOs, schools and other partners. This current and trustworthy information could then be shared via trusted messengers with parents and families.

Hundreds of people are registered for the Thursday morning call. A similar call in Spanish happens on Friday mornings and has an even larger reach.

## COVID-19 Testing Events



Producing and facilitating the call each week is a heavy lift, and each network contributes the resources to make it happen!

An important addition to the call agenda are reports from United Way 2-1-1 about which needs are highest for the residents calling in for help.

# MOVING INTO ACTION

In May, based on United Way 2-1-1 identified needs, six field teams were formed:

- Food/Supplies Distribution
- Housing
- Education
- Immigrant and Refugee
- Mental Health
- Financial Relief

## COMMUNITY PARTNERS IMMEDIATELY JOINED TOGETHER TO ENSURE FOOD TO VULNERABLE CHILDREN AND FAMILIES IN ISOLATED RURAL AREAS

Many children across Fresno County rely on food they receive at school to survive. Twenty of the thirty-two school districts in the county have 84% or more students receiving free or reduced lunch. The pandemic put countless children and families at risk of serious hunger.

The gigantic increase in need for food came from all over the county, including rural areas where services are extremely limited. Community organizations moved quickly to ensure food to children and families in isolated school districts over spring break and through the summer. Food distribution continues through the 2021 school year.



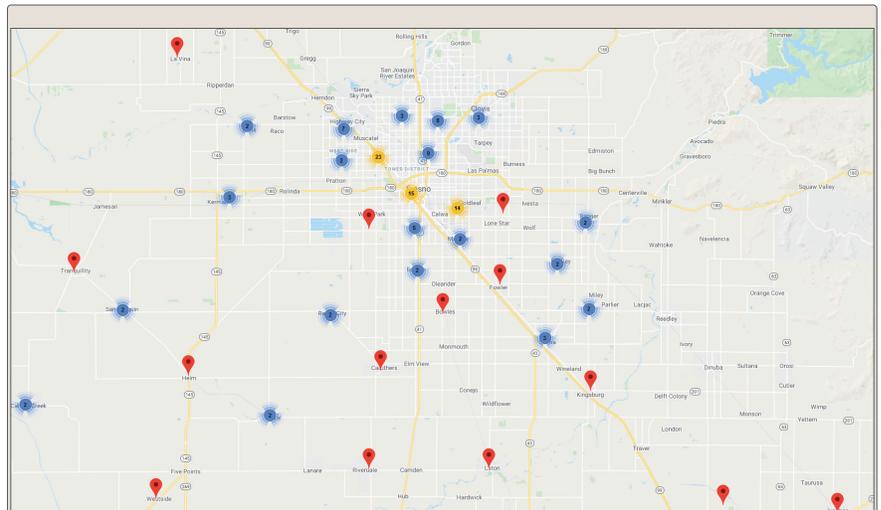
TOTAL NUMBER OF BOXES, CURATED, BUILT, AND DELIVERED FOR DISTRIBUTION IN FRESNO COUNTY

=

106,000+ OVER 2 MILLION MEALS

Food was distributed in every School District in our city and many isolated districts in our county.

Initial rural locations included Monroe, Pacific Union, Orange Center, Burrell, Riverdale, West Park, Coalinga-Huron, Mendota and Parlier who were able to distribute food during the break. The effort continued to ensure food was available over the summer and a number of districts were able to provide food all summer including Caruthers, Central, Firebaugh, Fresno, Golden Plains, Kerman, Riverdale, Sanger, Selma, Washington Union, Westside, Raisin City, Fowler (Malaga), West Fresno, Laton, and Monroe.



Within a few weeks The Food Team, with the help of Bitwise, created a searchable map with food distribution locations throughout Fresno County (FresnoCountyFood.org)



## Distribution partners included local churches and the following organizations:

- Fresno Cradle to Career
- Central California Food Bank
- Fresno County Superintendent of Schools
- Neighborhood Industries
- The Fresno Center
- Reading and Beyond
- Southeast Fresno CEDA
- BLACK Wellness Center
- Chinatown CDC
- City of Fresno (Districts 1 & 3)
- Every Neighborhood Partnership
- El Dorado CDC
- Education & Leadership Foundation
- Fresno Area Community Enterprises
- Fresno Interdenominational Refugee Ministries
- Fresno American-Indian Health Project
- Fresno City College
- Fresno State
- Fresno Unified School District
- Hidalgo Community Center
- KALOS
- Live Again Fresno
- Renaissance HA Complexes
- Take a Stand
- Turning Point Family Villa
- Teens that Care
- Fresno Pacific University
- Fresno Metro Ministry
- Jakara Movement
- Hope Coalition
- Islamic Cultural Center of Fresno
- Valley Dream Center
- Up/Arriba Center



## MASSIVE BOOK DISTRIBUTION ALONGSIDE FOOD WITH THE HELP OF READING HEART



**Reading Heart** distributed 28,500 books, in boxes sorted by grade level, at the same time food was being delivered to districts throughout Fresno County. As an example, in our rural areas Mendota Unified received 3,700 books, Coalinga-Huron received 5,300, 4,250 were delivered to Golden Plains, 1,450 to Orange Cove and nearly 500 to Monroe Elementary.

# KNOWLEDGE IS POWER

Fresno C2C was introduced by national partner StriveTogether and CA partner Funding the Next Generation to the DC-based Children's Funding Project who had just completed "Navigating New and Flexible Funding Streams for Kids During COVID-19." C2C, with the help of The Children's Movement of Fresno, convened a group of Fresno stakeholders for a presentation by CFP and valuable information was shared, especially around innovative ways the CARES Act funding was being used in other communities.



## EARLY CHILDHOOD PARTNERS SEIZE THE MOMENT

Within two weeks of the meeting with Children's Funding Project teams from Fresno County Superintendent of Schools and Children Services Network (CSN), supported by C2C, crafted a child care subsidy proposal using CARES Act Funding. This proposal raised the importance of child care in the body politic as COVID-19 highlighted child care needs for essential workers and PPE for child care providers was in short supply.



### CHILD CARE PROPOSALS FOR CARES ACT FUNDING

- Vouchers for Essential Workers
- PPE for Centers and Family Child Care Homes

\$2.3 million was secured from City CARES Act funds. CSN immediately began to distribute these much needed supports.



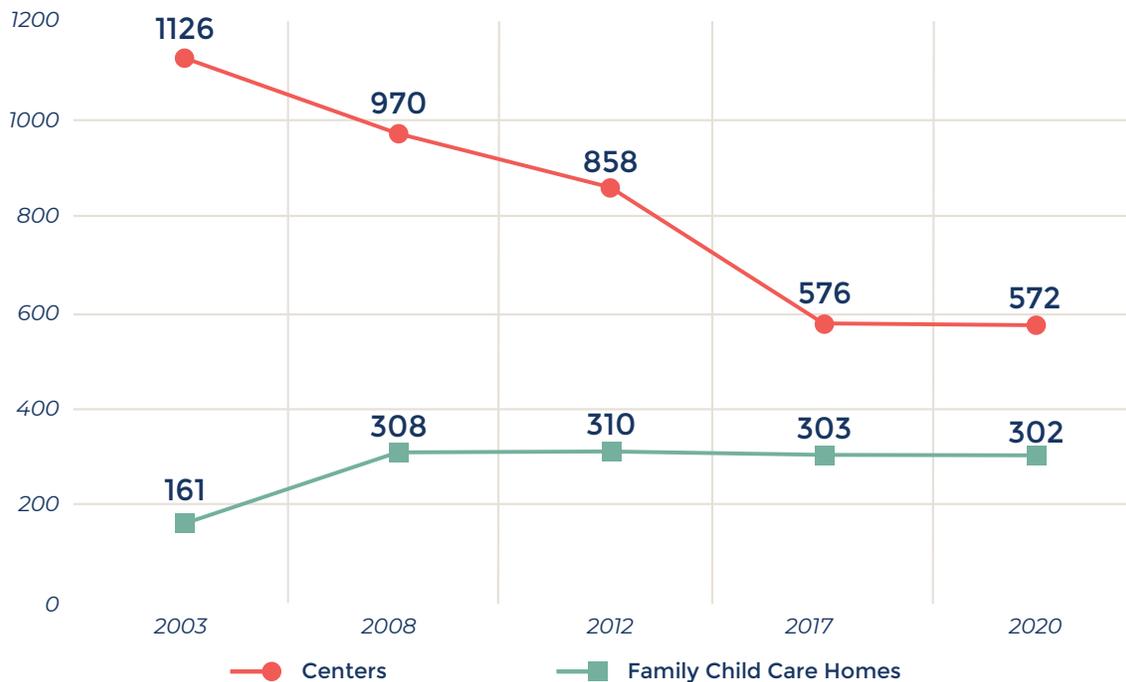
# THE IMPACTS OF THE PANDEMIC ON OUR CHILD CARE SYSTEM

Access to quality child care is vitally important for essential workers and all families in Fresno County.

Since the 2008 Great Recession, the county has lost a significant number of licensed child care homes that have never been regained. This means that approximately 7,000 child care slots were lost in a county that was already significantly short of child care. The pandemic has put pressure on an already fragile system.

- When parents have access to quality child care they can work, financially support their families and contribute to the prosperity of our region.
- Child care providers are community anchors that strengthen neighborhoods and create the environment for early learning.
- Children who receive quality early education are ready to enter school and ready to succeed in work and life.

## CHILD CARE PROVIDERS IN FRESNO COUNTY, 2003-2020



Source: Central Valley Children's Services Network, F.I.N.D. Care Program

## MULTIPLE FRESNO C2C PARTNERS ARE WORKING TO SAVE AND EXPAND THE LOCAL CHILD CARE SYSTEM

Work underway includes:

- Collecting child care data with as much specificity as possible, using data to identify what's working, and continuously improving programs.
- Distributing PPE supplies to child care providers to help maintain safe and healthy environments.
- Coordinating with state and national partners to work on longer-term systems issues that can make these small (often women-owned businesses) viable and sustainable.

# MEETING THE MOMENT

**THE COVID-19 EQUITY PROJECT** has taken cross-sector collaboration to the next level. Multiple coalitions have been assembled connecting the Fresno County Department of Public Health and Community-Based Organizations (CBOs) around unique approaches designed to respond to, and recover from, the pandemic. This first of its kind project includes 22 CBOs, UCSF Fresno and the Fresno County Department of Public Health. The effort incorporates training and deploying community health workers/*promotoras* in 16 different languages and cultures, a targeted African American strategy and a strategy targeting individuals with disabilities.

Ultimately, Fresno County and the City of Fresno invested over \$12 million in CARES Act funding to support public health education and testing outreach, contact tracing, and isolation and quarantine supports.



**Department of Public Health**

**UCSF Fresno**

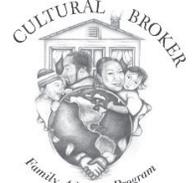
## THE THREE COALITIONS THAT MAKE UP THE EQUITY PROJECT ALL EXEMPLIFY THE APPROACH THAT C2C SUPPORTS

- Building a culture of trust and shared purpose
- Launching transformational ideas
- Linking, aligning and leveraging resources across sectors
- Inclusion and the belief that everyone benefits from more just and equitable systems

*Central Valley Health Policy Institute and Fresno Building Healthy Communities are the data systems umbrella for all of the COVID-19 Equity Project Coalitions, the County, and UCSF Fresno.*

# AFRICAN AMERICAN COALITION

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# IMMIGRANT REFUGEE COALITION

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# DISABILITY COALITION

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# IMMIGRANT AND REFUGEE COALITION

Each partner organization has deep experience utilizing the Promotora Community Health Model. Meaningful and enduring relationships, which include elders and other community leaders, are a hallmark of the work.

Coalition members represent all of these languages:

- Spanish, Hmong, Arabic, Lao, Khmer, Mam, Ukrainian, Bengali, Russian, Vietnamese, Punjabi, Mixteco, Triki, Zapoteco, and Tlapaneco.



## IMMIGRANT REFUGEE coalition

**63** COMMUNITY HEALTH WORKERS

**10** COMMUNITY HEALTH WORKER LEADS

**3** PROGRAM MANAGERS

**2** PROGRAM COORDINATORS

**9** DATA ANALYSTS

**3** RESEARCH ASSISTANTS

**10** ADMINISTRATORS Includes project specialists, resource specialists, and technicians.

- Training and deploying Community Health Workers, known as *promotoras*.
- Collectively representing 14 ethnicities, 4 races and 16 languages.
- All trusted messengers and residents of the neighborhoods and towns where they work.

## PERSONAL PROTECTIVE EQUIPMENT DISTRIBUTION

Providing personal protective equipment to vulnerable communities.

## PREVENTION

Up-to-date health education to empower and encourage people to keep themselves safe.

**2,959** PEOPLE REACHED

**2,293** LEARNED ABOUT COVID-19 TRANSMISSION

## TESTING

Partnering with medical providers to offer easy access to testing.

**14,000+** INDIVIDUALS TESTED

100+ mobile testing events in both rural & urban areas .  
Daily static testing sites and support (August-December 2020):

- Bautista Medical Group (Monday - Friday)
- Fresno Interdenominational Refugee Ministries (Monday - Saturday)

## CONTACT TRACING

Identifying and helping people who have been exposed to COVID-19 to get tested and access resources.

**963** CASES

**283** CONTACTS TRACED

## RESOURCES & SUPPORT

Direct financial support and resource connections to enable shelter-in-place, isolation, and quarantine.

**748** RECEIVED FOOD DISTRIBUTION SUPPORT

**547** RECEIVED FINANCIAL SUPPORT

## PUBLIC HEALTH WORKFORCE

Training and employing Community Health Workers to build much needed public health infrastructure.

**772** REFERRED TO MENTAL HEALTH SUPPORT

**712** DIRECTED TO OTHER SERVICES AND SUPPORTS

# THE AFRICAN AMERICAN COALITION

The African American Coalition COVID-19 Equity Project was formed to connect Fresno's Black Community to trusted, accurate, relevant, and timely information and resources.

*The African American Clergy Taskforce is an essential component of this coalition.*



# African American Coalition

## FRESNO COVID-19 EQUITY PROJECT

- Grassroots ambassadors supporting trained Community Health Workers and contact tracers.
- Also providing case management, resource specialists, licensed mental health support and a crisis line.
- Including Black business employee testing events and essential worker support and education.
- While creating a pipeline of trusted messengers with community health expertise and giving them opportunities for upskilling to professional positions.



THROUGH DECEMBER 31, 2020...

**2,450** POP-UP  
EDUCATION EVENTS

**2,105** COVID-19 TESTS  
ADMINISTERED AT EVENTS



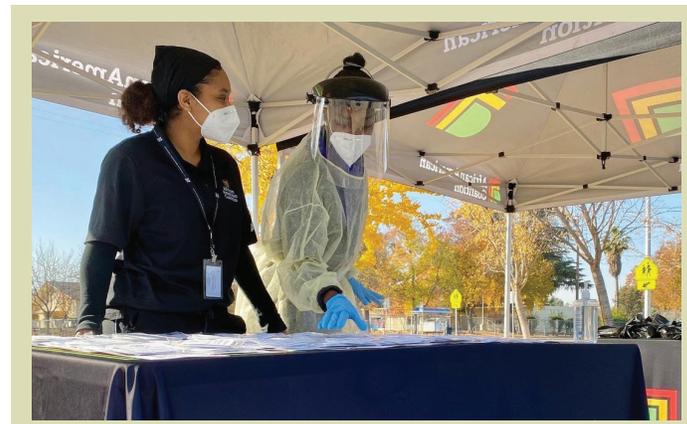
**1,500** FOOD BOXES  
DISTRIBUTED

**33,250** PPE ITEMS  
DISTRIBUTED



**152** POSITIVE CASES  
MANAGED

**56** TESTING EVENTS  
HOSTED



**WHEN THE INITIAL SOLUTION DESIGN COMES FROM  
THE GRASSROOTS, USING LIVED EXPERIENCE AS A GUIDE,  
EQUITY IS EMBEDDED.**

# DISABILITY EQUITY PROJECT

The disability population within Fresno County has unique needs, particularly regarding COVID-19 response and information sharing. These groups can often be overlooked.

This portion of the Equity Project is made up of six community-based organizations with trusted relationships, each already serving the population, who have joined forces to bridge the gaps.



- COVID-19 Education and Outreach
- Resourcing and strategizing with families securing funding support for basic needs (food, respite care, equipment)
- Screening support and coordination of resources and referrals
- Guidance for testing, self isolation and quarantining



**Valley Center for the Blind** is the intake partner for all participating organizations.



- Assisted in development of accessible training modules
- Outreach more than doubled November to December (177 to 397)
- VCB is matching the county staff case investigation load per full-time employee
- Isolation and quarantine supports increased from one per week to one per day from December to early January

## DOES YOUR FAMILY NEED HELP?



Funded by the County of Fresno Department of Public Health in partnership with these local organizations:



**32 STAFF TRAINED AT AVERAGE 32 HOURS PER PERSON**

CALL 888-468-9115      ENGLISH - ESPANOL - HMOOB  
[WWW.DEFRESNO.COM](http://WWW.DEFRESNO.COM)



**INNOVATION BEYOND WHAT A  
PUBLIC AGENCY COULD EVER  
PULL OFF ALONE CAN HAPPEN.**

“ There is nothing more heartbreaking than children not having enough food. When COVID-19 hit and kids were not in school we needed to be sure they still had enough to eat and the huge number of community partners that worked together to distribute food all over the county did (and are still doing) an amazing job. ”

**JIM YOVINO**  
FRESNO COUNTY SUPERINTENDENT OF SCHOOLS

“ Every week throughout 2020 hundreds of Community Based Organizations joined together for weekly calls to understand the latest COVID numbers and provide real time information to local public health officials on what is happening in the trenches of our community where CBOs serve each and every day. Seeing the impact of this collaboration was truly the bright spot of 2020. ”

**ASHLEY SWEARENGIN, CEO**  
CENTRAL VALLEY COMMUNITY FOUNDATION

“ The needs of individuals with disabilities can often be overlooked during a public health crisis like we have experienced this past year. The organizations that came together on this project were able to mobilize quickly and provide a much broader level of support to our community than any of us would have been able to do alone. ”

**LOWELL ENS, EXECUTIVE DIRECTOR**  
EXCEPTIONAL PARENTS UNLIMITED

“ We knew inequities existed, but the pandemic magnified everything so much and the Covid Equity Project has helped us figure out how to work together County, City and Community-Based Organizations, and now we can replicate it in other areas. ”

**EMILIA REYES, CEO**  
FRESNO EQUAL OPPORTUNITIES COMMISSION

“ By working arm in arm with our community based organizations, we have been able to increase our educational outreach and COVID testing. Our CBOs are trusted messengers in the communities they serve, and these relationships are essential as we are moving into the vaccine phase. ”

**JOE PRADO**  
DIVISION MANAGER COMMUNITY HEALTH  
FRESNO COUNTY DEPARTMENT OF PUBLIC HEALTH

“ The Covid Equity Project shows that a public agency, in this case the Department of Public Health, can achieve something it and the community it serves have long wanted - a public health infrastructure outside the walls of government. ”

**DAVID POMEVILLE, DIRECTOR**  
FRESNO COUNTY DEPARTMENT OF PUBLIC HEALTH

“ The promise of equal opportunity begins with birth outcomes, a glaring area of inequity for African-Americans. One way the AA Coalition is working to improve health outcomes is through the creation of promising jobs for community health workers who have lived the same experiences as the folks we're serving. Through this project, we're delivering better health and economic opportunities to the community, by the community. ”

**SHANTAY DAVIES-BALCH, PRESIDENT AND CEO**  
BLACK WELLNESS AND PROSPERITY CENTER

“ Years of collaboration set us up to be willing to communicate, collaborate, and feed our Valley. The school districts, churches, business and of course CBOs stepped up to find the gaps in our community and work to meet those needs. As we move out of relief this attitude is more important than ever. ”

**ANDREW FEIL, EXECUTIVE DIRECTOR**  
EVERY NEIGHBORHOOD PARTNERSHIP

“ UCSF Fresno is proud to have partnered with the City of Fresno, Fresno County, and community-based organizations to support our community during the pandemic. We hope this is just the beginning of a strong partnership that will help us better address the health disparities in our community and train a new generation of physicians through the San Joaquin Valley Program in Medical Education in community engagement and diversity, equity, and inclusion. ”

**MICHAEL W. PETERSON, MD, MACP**  
Y. FRANK AND ROXIE MORADIAN CHAIR IN MEDICINE  
UCSF PROFESSOR OF MEDICINE  
UCSF FRESNO ASSOCIATE DEAN

“ One of UCSF Fresno's priorities is to improve health by providing equitable and accessible health care services outside of hospital and clinic walls to all communities with an emphasis on those that are underserved. UCSF Fresno is pleased to be part of a partnership that was created with the community to respond to and slow the spread of COVID-19. Together, we have had and continue to make a positive and measurable impact. ”

**KENNY BANH, MD, FACEP**  
ASSISTANT DEAN OF UNDERGRADUATE MEDICAL EDUCATION, UCSF FRESNO  
ASSOCIATE PROFESSOR OF CLINICAL EMERGENCY MEDICINE  
DIRECTOR OF UCSF FRESNO MOBILE HEALTH AND LEARNING COVID-19 EQUITY PROJECT (MOBILE HEAL CEP)  
UCSF SAN JOAQUIN VALLEY PROGRAM IN MEDICAL EDUCATION

# THE FRESNO COMMUNITY NETWORK OF NETWORKS



fresno county  
superintendent of schools  
Jim A. Yovino, Superintendent



**FCHIP**

*Collective Efforts. Real Outcomes.*

